US Special Operations Command

Lessons Learned Program

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SOKF J7-OL

Agenda

- Strategic Guidance
- Role of Lessons Learned
- Lessons Learned Network
- Program Methodology
- Coalition and NATO Engagement
- Product Dissemination for Decision Makers
- Education & SOF Outreach Activities
- Key Takeaways

Provide the SOF operator global access to more than 32K observations, issues and lessons learned, as well as analytical support for mission preparation.

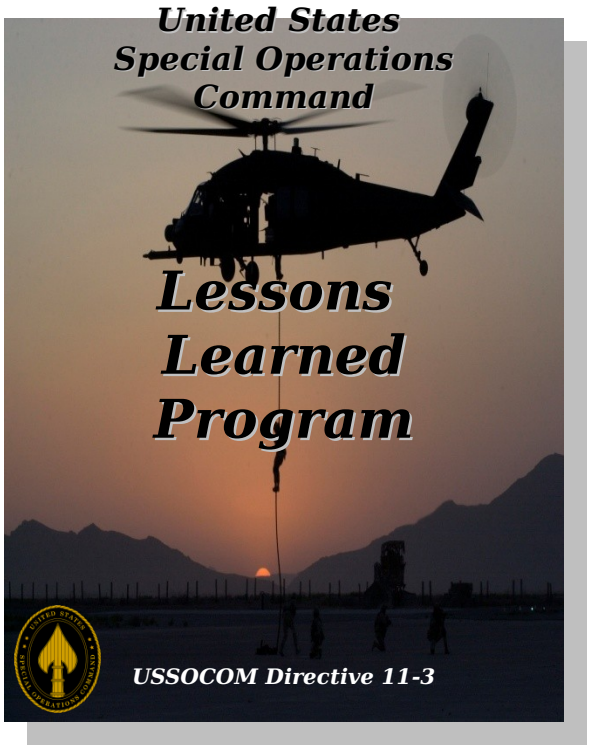
Strategic Guidance

- **Chairman's Instruction CJCSI 3150.25D**
  - Joint Lessons Learned Program 2007 (Revised 08)
  - Combatant Commands will execute lesson discovery, knowledge development, and implementation activities
  - Designated Joint Lessons Learned Information System (JLLIS) as DOD standard

- **USSOCOM Execution Roadmap 2007**
  - Established Command Lesson Learned Program
  - Objective is to collect, archive, analyze, resolve, and disseminate lessons learned to SOF, conventional, Joint, and Interagency communities

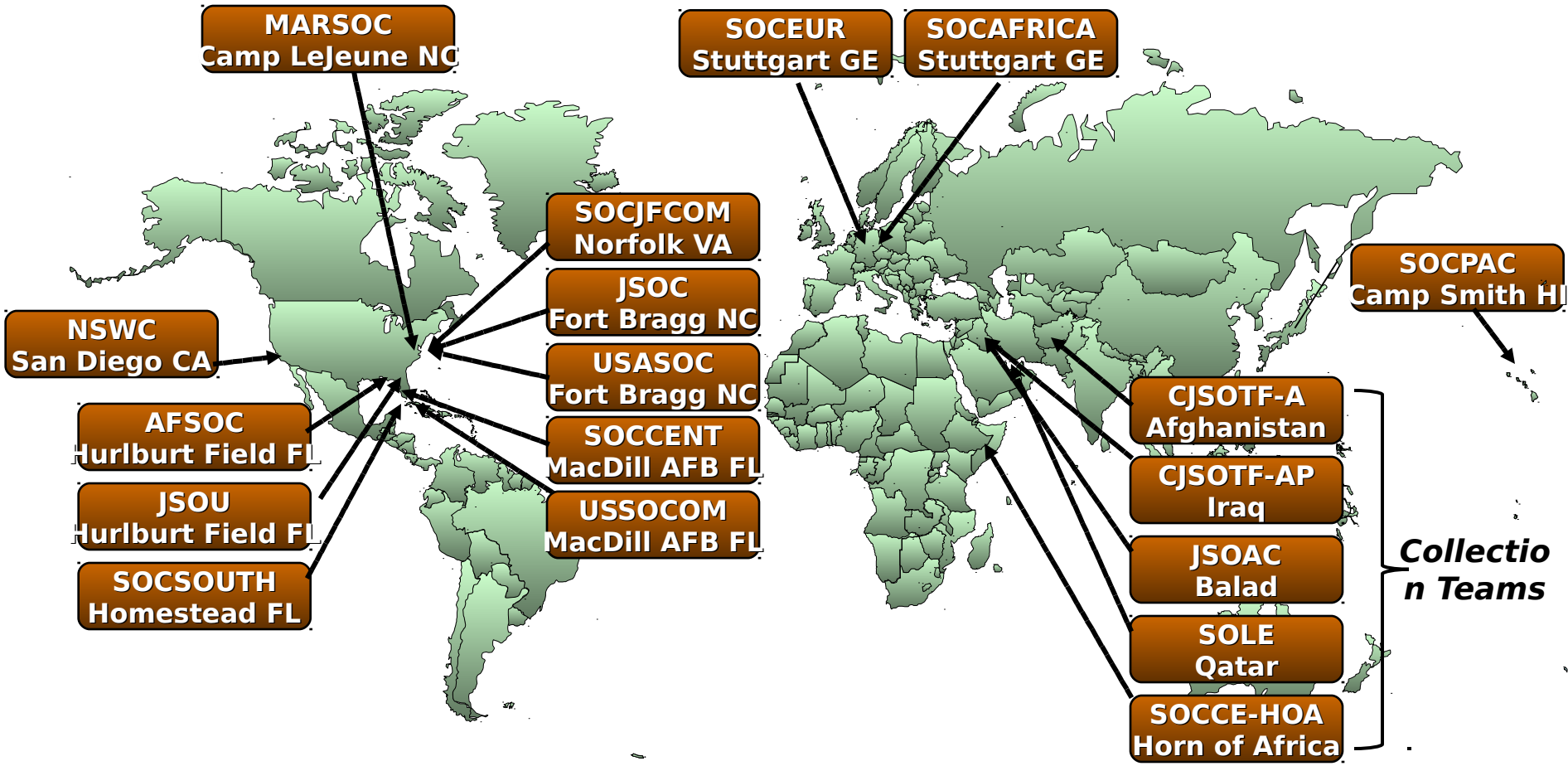
Program provides unique prevention benefits

Role of Lessons Learned



- **First**: Proactively disseminate 'relevant' lessons learned analyses into training programs, and to SOF operators at all levels
- **Second**: Conduct 'focused' active collection on SOF deployments, and provide direct, immediate feedback to commanders
- **Third**: Integrate 'solicited and unsolicited' detailed analyses on trends and gaps into USSOCOM's Capabilities -Based Planning Processes

USSOCOM Lessons Learned Network (U)



Integrated network of Lessons Learned specialists extends from HQ USSOCOM Centers to Component 0-6 Level Commands

Lessons Learned Program
Methodology

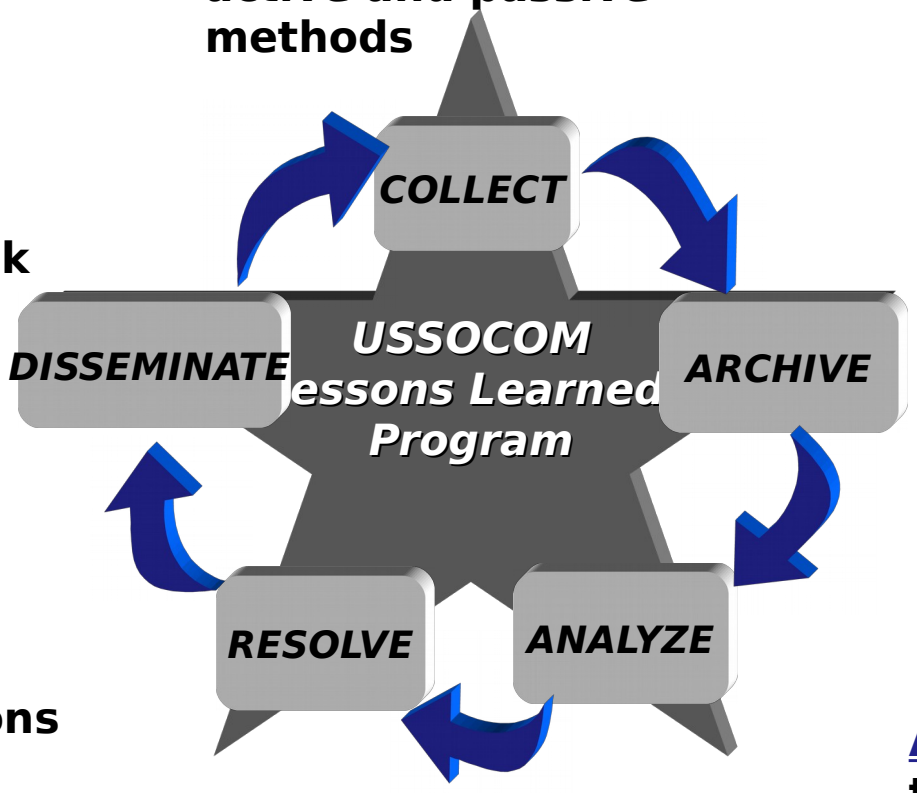
Collect globally using active and passive methods

Archive in a Web-based enterprise providing state of the art knowledge management

Analyze operations, training, & exercises events for trends & gaps impacting missions

Resolve actions and integrate analyses into Capabilities Based Planning Process

Disseminate timely feedback to decision makers at all levels



Collection Venues

Strategic

Operational

Tactical

- *Policy and Guidance Development*
  - *International Conferences & Symposiums*
  - *In-Depth Strategic Analyses*
  - *J-Code Integration*
- *Real-World Operations, Training and Education*
  - *Wargames / Exercises*
  - *CJSOTF Deployments*
  - *Experimentation*
- *Unit Operations*
- *Exercises*
- *JCET Deployments*
  - *Includes Foreign SOF Input*

Integration of Collection & Analysis

- *Joint Training System*
- *Strategic Planning Process*
- *Long Range Planning Process*
- *Program Assessments*
- *Command Focus Areas*
- *HQ SOF Deployment Operations*
- *Special Operations Research*

Support

- *Force Development*

"Effectively integrating Lessons Learned is crucial to countering and defeating international terrorism threats."

Admiral Eric T. Olson

Leverage Analysis & Lessons Learned Centers

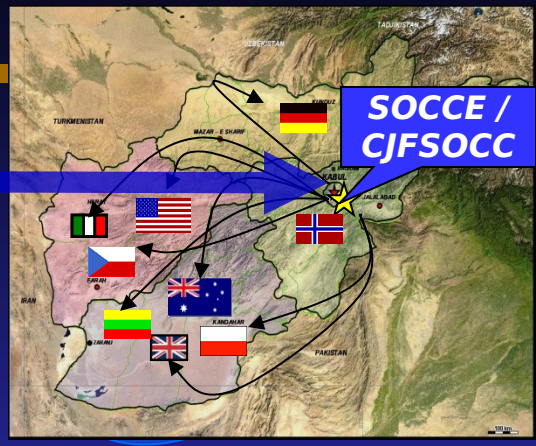
Joint & Services Analysis Centers	• Joint Center for Operations Analysis • Center for Naval Analysis
Joint & Services Lessons Learned Centers	• Center for Army Lessons Learned • Air Force Center for Lessons Learned
Senior Service Schools	• National & Services War Colleges • Technology & Post Graduate School
US National Labs	• Defense Advanced Research Projects Agency • Sandia National Labs
Interagency Lessons Learned	• FBI Sensitive Site Exploitation

Coalition & NATO Lessons Learned Network

United Kingdom– SOF Defense Science & Technology Labs
Canadian Conventional and SOF Lessons Learned Center
HQ USSOCOM Lessons Learned Branch & Components Activities
NATO SOF Coordination Center
Australian Army Lessons Learned Center

Information Sharing to support the SOF operators

NATO SOF Network



Georgia

New Zealand

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Products & Services

- *In-Depth Strategic Collection and Analysis*
- *Contains Methodology, Findings, Courses of Action*
- *Provided to Subject Functional Expert Decision Makers*
- *Frequency as required*

- *Highlights Relevant Operational Lessons*
- *Ongoing Actions by Functional Area Experts*
- *Provided to Senior Leadership Decision Makers*
- *Frequency is 2-3 editions per month*

- *Numerous Observations with a Common Theme*
- *Contains Trends & Gaps impacting Mission Effectiveness*
- *Provided to SOCOM & TSOC Leadership, JLLIS Users*
- *Frequency is quarterly*

Products & Services

COLLECTIONS

USSOCOM Lessons Learned

1 Jun 09

- *Theater Activity Collection Highlights*
- *Contains Event Description, Purpose, and Way Ahead*
- *Provided to Senior Leadership & Middle Management*
- *Frequency is 45-Day Cycle*

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LESSONS LEARNED BULLETIN

1 Jun 09

- *Rapidly Disseminate Tactical Knowledge*
- *Contains Country or Topic Specific Analyses*
- *Provided to Unit Team Decision Makers*
- *Frequency is 2 Per Month Minimum*

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FACT SHEETS

1 Jun 09

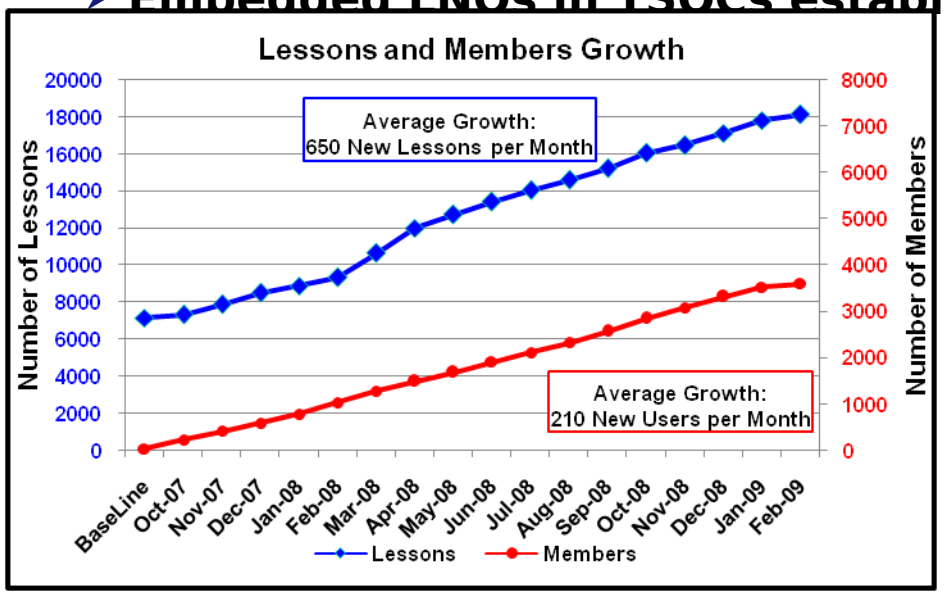
- *Special Requests for Analysis*
- *Contains Findings, Ongoing Activities, Course of Actions*
- *Provided to Senior Leadership Decision Makers*
- *Frequency is as required*

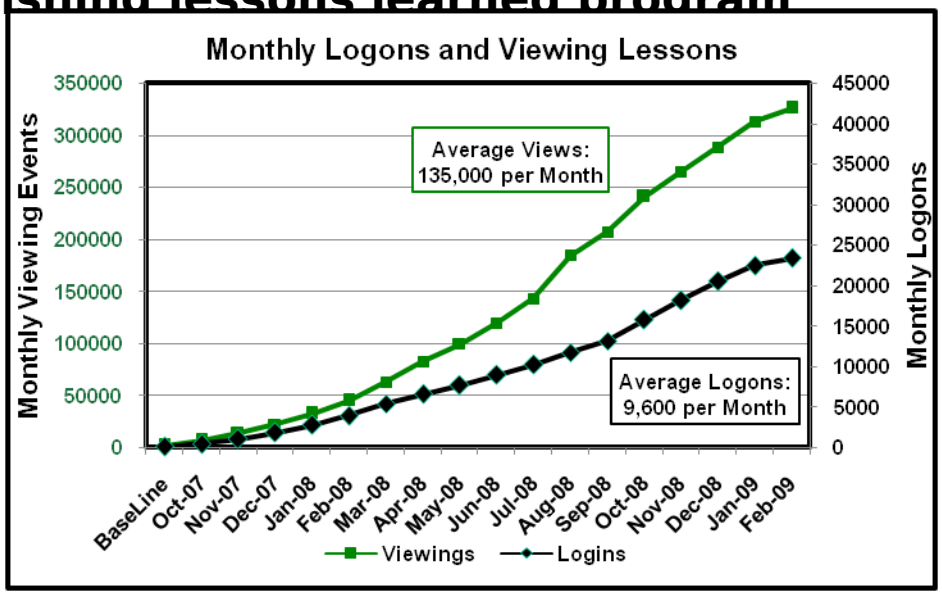
Education & Outreach Initiatives

Goal: Increase Lessons Learned Dissemination & Education
SOF Senior Enlisted Course Briefings
Lessons Learned Recognition Program
Joint Special Operations Course & PEO Briefings
Full Integration into Component School Houses
Established specialist training plan, site visits, working groups, feedback mechanism
Full integration of LNOs
Worldwide Training Conference & SOF Week Displays

Lessons Learned Program Metrics

- **Community acceptance and growth**
  - **HQ USSOCOM improved capability to collect, analyze, disseminate, and integrate into the commands operational and resource processes**
  - **Components integrating lessons learned into plans and requirements**
  - **Embedded LNOs in TSOCs establishing lessons learned program**





Key Takeaways

"What We Provide"

- **Boots-on-the-Ground Perspective**
  - Identify recurring trends & capability gaps
  - Measure effectiveness
  - Provides country analysis and US/Host Nation challenges
- **Timely & relevant information to decision makers**
  - Reduce the uncertainty surrounding decisions
- **Published lessons learned products**
  - Tailored active collection, direct observations and recommended solutions sets
  - Analyses identify systemic issues and interoperability challenges
  - Database provides interactive, user-friendly, "one-stop-shopping"

US Special Operations Command

Questions

The overall classification of this briefing is:
UNCLASSIFIED